

EXHIBIT C



Metropolitan Oakland International Airport

SAN FRANCISCO BAY AREA

OAK

Provides 30,000 direct jobs and \$1.6 Billion in economic impact

7 Million

Total Bay Area population

Gained 54

New destinations since 2008

Lost 39

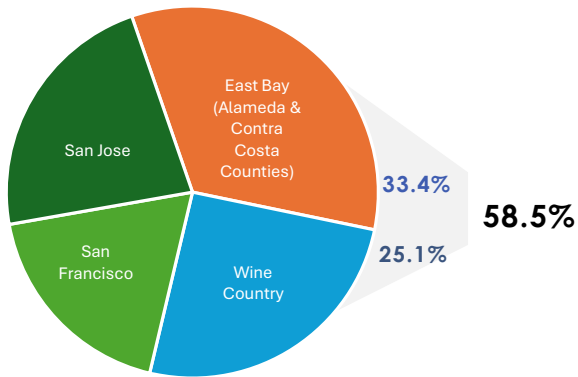
Local travelers

Expressed a desire for direct destinations domestically, internationally

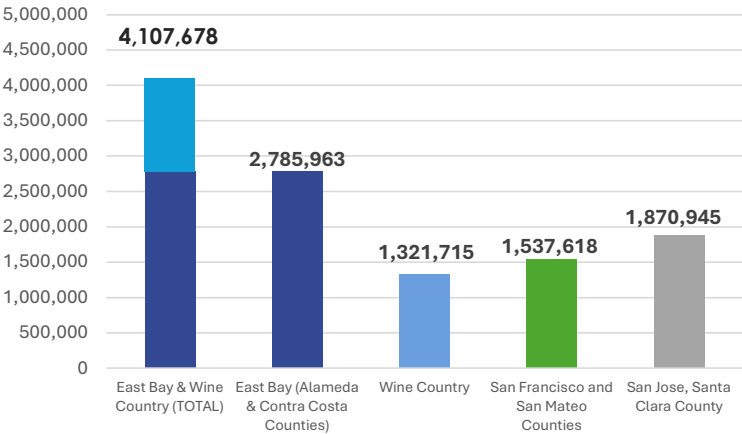


MAJORITY OF SAN FRANCISCO BAY AREA
POPULATION CLOSEST TO OAK

BAY AREA: POPULATION SHARE



Population by County



Note: East Bay includes Alameda and Costa County; Wine Country includes Solano, Napa, Sonoma and Marin Counties; Contra Source: US Census Bureau July 2022 Population Estimates

OAK IS THE POPULAR CHOICE;

THERE IS UNIQUE AND SUBSTANTIAL DEMAND FOR MORE DESTINATIONS NOW

65% said LACK OF
NONSTOP FLIGHTS to
their destination is the
reason they don't fly
OAK

78% use
OAK.
42% primarily,
36% in combo
with other
airports

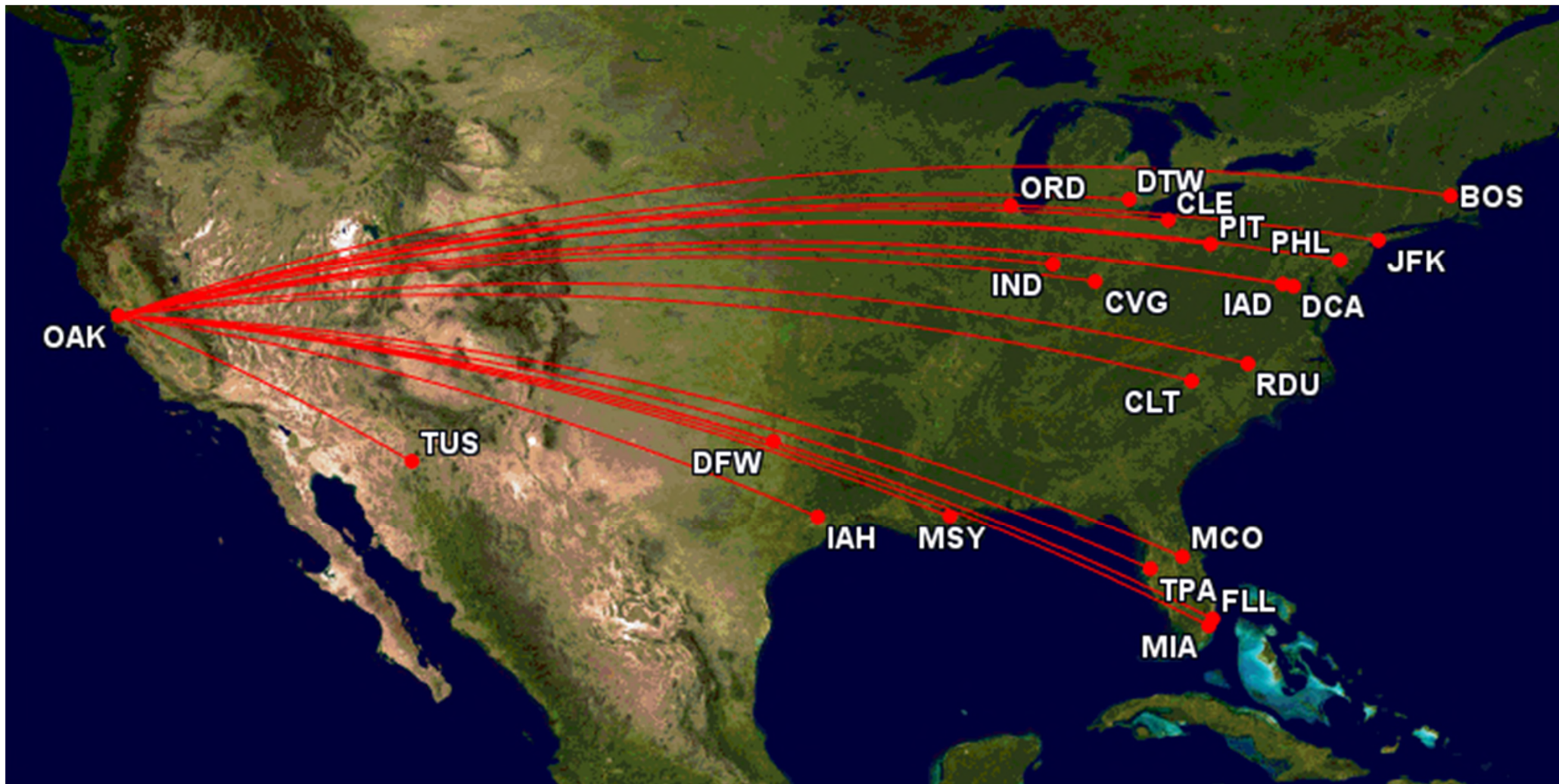
83% have a
FAVORABLE opinion
of OAK

Q: What would you say are three words that best
describe Oakland International Airport?
Here are the top responses:

Efficient
Good service
Easy access
Welcoming
Nice
Fast
Friendly
Convenient
Manageable
Close
Simple

Source: Oakland Airport Brand Survey conducted May 31 –
June 7, 2023 by FM3 Research of 616 Adults in Alameda
and Contra Costa Counties

TOP 20 UNSERVED DOMESTIC MARKETS FROM OAK



Existing Logo



Proposed Logo

